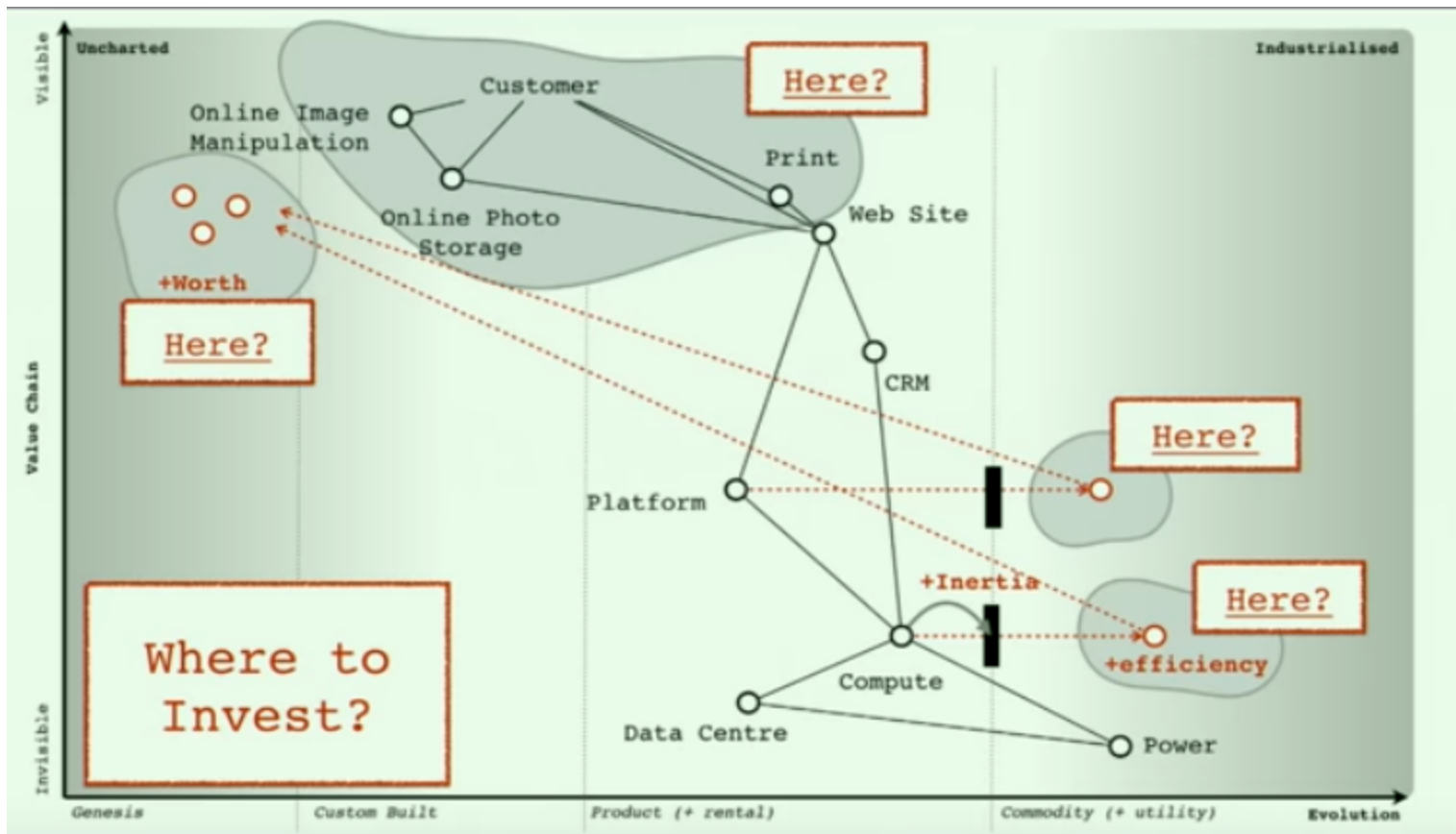


Create strategies using Wardley Maps



What will you learn?

- How to draw your first map
- How to use the map to make strategic decisions
- How to include your team to this process

All the steps in one page

1. Write a customer, a need, and dependencies
2. Draw a map
3. Move the dependencies
4. Add trends to the map
5. Add moves to the map
6. Add strategic moves
7. Decide on actions

1. Write down a customer, need, and dependency

Steps:

1. write down name of a customer.
2. Write one need of this customer.
3. Write a few things that are needed to meet this need.

Example:

1. User: software engineer.
2. Need: build a web site.
3. Dependencies: choose a technology, learn how to use it, build a web site, test it, deploy it, maintain it.

2. Draw a map

TODO: add drawing

3. Move the dependencies on the evolution scale

TODO: add drawing

Evolution (text format)

Stage (of activity)	Genesis	Custom	Product (+rental)	Commodity (+utility)
Characteristics				
<i>Ubiquity</i>	Rare	Slowly increasing consumption	Rapidly increasing consumption	Widespread and stabilising
<i>Certainty</i>	Poorly understood	Rapid increases in learning	Rapid increases in use / fit for purpose	Commonly understood (in terms of use)
<i>Publication Types</i>	Normally describe the wonder of the thing	Build / construct / awareness and learning	Maintenance / operations / installation / feature	Focused on use
General Properties				
<i>Market</i>	Undefined market	Forming market	Growing market	Mature market
<i>Knowledge management</i>	Uncertain	Learning on use	Learning on operation	known / accepted
<i>Market Perception</i>	Chaotic (non linear)	Domain of experts	Increasing expectation of use	Ordered (appearance of being linear) / trivial
<i>User perception</i>	Different / confusing / exciting / surprising	Leading edge / emerging	Common / disappointed if not used or available	Standard / expected
<i>Perception in Industry</i>	Competitive advantage / unpredictable / unknown	Comptitive advantage / ROI / case examples	Advantage through implementation / features	Cost of doing business / accepted
<i>Focus of value</i>	High future worth	Seeking profit / ROI?	High profitability	High volume / reducing margin
<i>Understanding</i>	Poorly understood / unpredictable	Increasing understanding / development of measures	Increasing education / constant refinement of needs / measures	Believed to be well defined / stable / measurable
<i>Comparison</i>	Constantly changing / a differential / unstable	Learning from others / testing the water / some evidential support	Feature difference	Essential / operational advantage
<i>Failure</i>	High / tolerated / assumed	Moderate / unsurprising but disappointed	Not tolerated, focus on constant improvement	Operational efficiency and surprised by failure
<i>Market action</i>	Gambling / driven by gut	Exploring a "found" value	Market analysis / listening to customers	Metric driven / build what is needed
<i>Efficiency</i>	Reducing the cost of change (experimentation)	Reducing cost of waste (Learning)	Reducing cost of waste (Learning)	Reducing cost of deviation (Volume)
<i>Decision Drivers</i>	Heritage / culture	Analysis & synthesis	Analysis & synthesis	Previous experience

4. Add climatic patterns to the map

TODO: add drawing

Climatic Patterns (text format)

Components	Everything evolves through supply and demand competition	Rates of evolution can vary by ecosystem (e.g. consumer vs industrial)	Characteristics change as components evolve (Salaman & Storey)	No choice over evolution (Red Queen)
	No single method fits all (e.g. in development or purchasing)	Components can co-evolve (e.g. practice with activity)	Evolution consists of multiple waves of diffusion with many chasms.	
Financial	Higher order systems create new sources of value	Efficiency does not mean a reduced spend (Jevon's Paradox)	Capital flows to new areas of value	Creative Destruction (Joseph Schumpeter)
	Future value is inversely proportional to the certainty we have over it.	Evolution to higher order systems results in increasing local order and energy consumption		
Speed	Efficiency enables innovation	Evolution of communication mechanisms can increase the speed of evolution overall and the diffusion of a single example of change	Increased stability of lower order systems increases agility & speed of re-combination	Change is not always linear (discontinuous & exponential change exists)
	Shifts from product to utility tend to demonstrate a punctuated equilibrium			
Inertia	Success breeds inertia	Inertia can kill an organisation	Inertia increases the more successful the past model is	
Competitors	Competitors actions will change the game	Most competitors have poor situational awareness		
Prediction	Not everything is random (p[what] vs p[when])	Economy has cycles (peace, war and wonder)	Two different forms of disruption (predictable vs non-predictable)	A "war" (point of industrialisation) causes organisations to evolve
	You cannot measure evolution over time or adoption, you need to embrace uncertainty.	Evolution consists of multiple diffusion curves	The less evolved something is then the more uncertain it becomes	

5. Add doctrine to the map

TODO: add drawing

Doctrine (text format)

	Wardley's Doctrine (universally useful patterns that a user can apply regardless of context)					
	Communication	Development	Operation	Learning	Leading	Structure
Phase I	Common Language	Know your users	Know the details	Bias towards data		
	Challenge Assumptions	Focus on user needs				
	Understand what is being considered	Remove bias and duplication				
		Use appropriate methods				
II	A bias towards open	Focus on the outcome	Manage inertia	Bias towards action	Move fast	Think small teams
		Think fast, inexpensive, restrained and elegant	Manage failure		Strategy is iterative	Distribute power and decision making
		Use appropriate tools				Think aptitude and attitude
		Be pragmatic				
		Use standards				
III	<div><div>LEGEND</div><div><div>Good</div><div>Unknown</div><div>Weak</div><div>Warning</div></div></div>		Optimise flow	Bias towards the new	Commit to the direction	Provide purpose, mastery & autonomy
			Do better with less		Be the owner	
					Set exceptional standards	Inspire others
			Embrace uncertainty			
			Be humble			
IV	*STEVE PURKIS VARIATION			Listen to your ecosystem	Exploit the landscape	No single culture
				There is no core	Design for constant evolution	

6. Add strategic move

TODO: add drawing

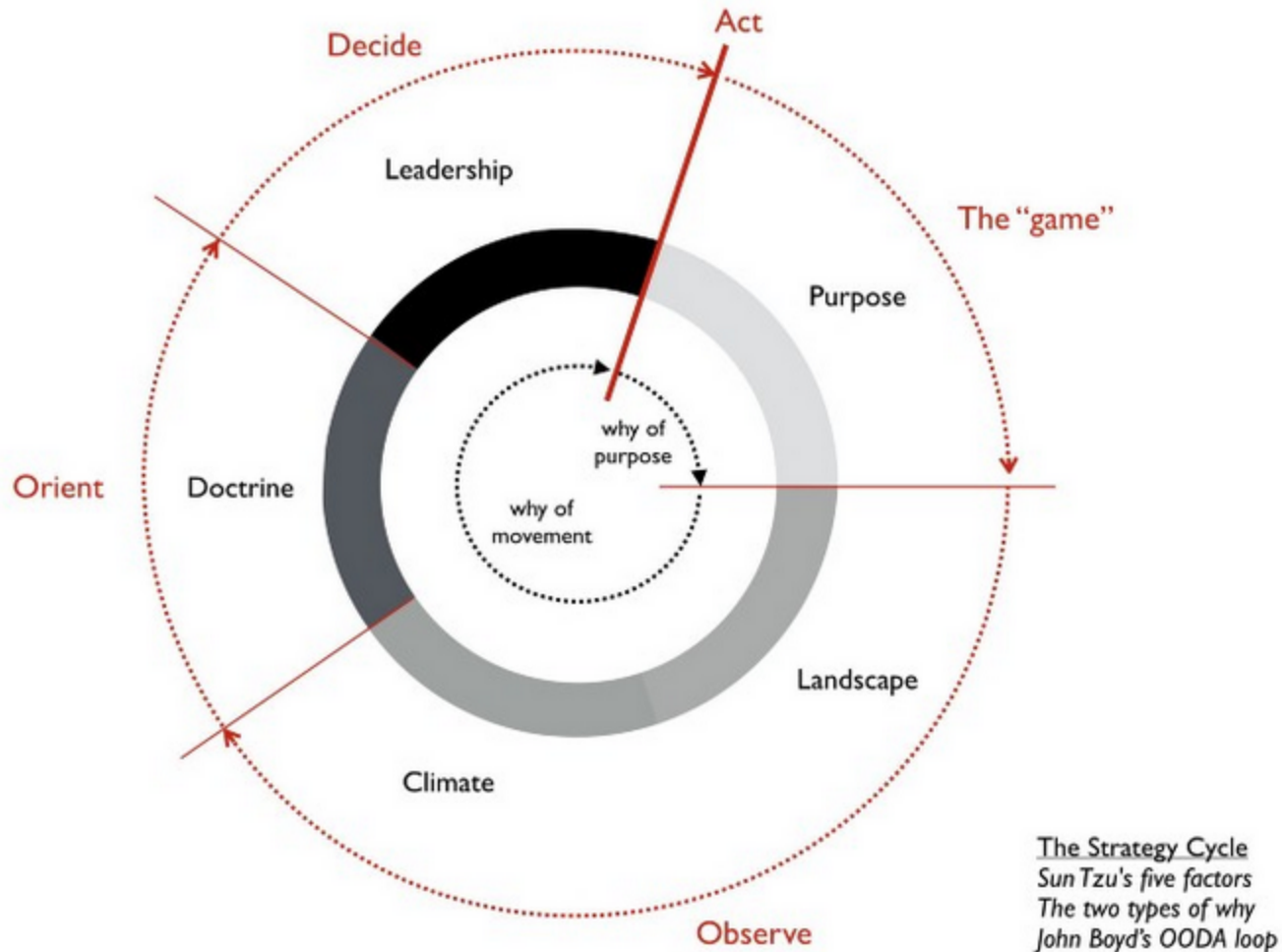
Gameplay (text format)

<i>User Perception</i>	Education	Bundling	Creating artificial needs	Confusion of choice
	Brand and marketing	Fear, uncertainty and doubt	Artificial competition	Lobbying / counterplay
<i>Accelerators</i>	Market enablement	Open approaches	Exploiting network effects	Co-operation
	Industrial policy			
<i>De-accelerators</i>	Exploiting constraint	IPR	Creating constraints	Limitation of competition
<i>Dealing with toxicity</i>	Pig in a poke	Disposal of liability	Sweat and dump	Refactoring
<i>Market</i>	Differentiation	Pricing policy	Buyer / supplier power	Harvesting
	Standards game	Last man standing	Signal distortion	Trading
<i>Defensive</i>	Threat acquisition	Raising barriers to entry	Procrastination	Defensive regulation
	Limitation of competition	Managing inertia		
<i>Attacking</i>	Directed investment	Experimentation	Centre of gravity	Undermining barriers to entry
	Fool's mate	Press release process		
<i>Ecosystem</i>	Alliances	Co-creation	Sensing Engines (ILC)	Tower and moat
	Two factor markets	Co-opting and intercession	Embrace and extend	Channel conflicts & disintermediation
<i>Competitor</i>	Ambush	Fragmentation play	Reinforcing competitor inertia	Sapping
	Misdirection	Restriction of movement	Talent raid	
<i>Positional</i>	Land grab	First mover	Fast follower	Weak signal / horizon
<i>Poison</i>	Licensing play	Insertion	Designed to fail	

7. Take actions

Invite your team

Here is the cycle you went through:



Repeat the cycle

Repeat this strategy cycle with the team every few weeks.

Next Steps (optional)

- [Become a Strategy Coach in 5 Minutes](#) (5 min video)